



COUNTY OF LOS ANGELES

DEPARTMENT OF HUMAN RESOURCES

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MICHAEL J. HENRY
DIRECTOR OF PERSONNEL

Date: April 22, 2005

To: Each Supervisor
Trans Howard for

From: Michael J. Henry
Director of Personnel

Subject: **PRESS INQUIRY REGARDING MEDICAL DIRECTOR**

Jack Leonard of the Los Angeles Times has called the Public Information Office, CAO, and we understand he is developing an article regarding Dr. Garthwaite. Mr. Leonard has asked for information regarding the appointment of Dr. Garthwaite, his qualifications and the duties of the Medical Director. We have provided the following information to the Public Information Office, which has been transmitted to Jack Leonard.

- Dr. Garthwaite was appointed to the position of Director of Health Services effective February 1, 2002. Dr. Garthwaite fully meets the Minimum Requirements of the position, which do not require medical credentials. We provided the attached Position Description, which includes the Minimum Requirements. (Attachment I).
- The Board Motion regarding the appointment also indicated that Dr. Garthwaite was to perform the duties of the Medical Director. Dr. Garthwaite was not appointed to the position of Medical Director but performed the duties of the Medical Director through subordinate staff who have all the requisite medical credentials, California State certifications, etc.
- The current official County title for Medical Director is Chief Deputy Director, Health Services, Clinical & Medical Affairs and the Position Description, which was provided to Jack Leonard is attached (Attachment II). The Minimum Requirements stated in this position indicate 5 years' experience at the level of Medical Director II or higher (Medical Director II requires certification by the Medical Board of California). On December 14, 2004, the Board of Supervisors approved the appointment of Bruce A. Chernof, M.D. to Chief Deputy Director, Health Services, Clinical and Medical Affairs. Dr. Chernof is certified by the Medical Board of California as a Physician and Surgeon.
- Dr. Garthwaite may use the functional title of Chief Medical Officer; however, the position he holds in the County of Los Angeles is Director of Health Services. Dr. Chernof has been appointed to the position of Chief Deputy Director, Health Services, Clinical & Medical Affairs and is the Medical Director.

If you have any questions, please call me.

Attachments
MJH:REB
PS:jl

c: David Janssen
Dr. Thomas Garthwaite
Executive Officer, Board of Supervisor

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**COUNTY OF LOS ANGELES
POSITION DESCRIPTION**

APPROVAL DATE: March 27, 2001

TITLE: **DIRECTOR OF HEALTH SERVICES**

DEFINITION: This position serves as County Health Officer and has full responsibility for planning and directing all of the operations for the Department of Health Services, which provides health services for the County of Los Angeles in accordance with State and federal statutes and regulations, the County Administrative Code, Charter and ordinances. Such services include all County hospitals, County probation infirmaries, rehabilitation centers, community health centers, comprehensive health centers, and other public health services, such as epidemiology, environmental health, alcohol and drug abuse prevention and treatment, communicable disease control, AIDS programs, health education, and public health veterinary services.

EXAMPLES OF DUTIES:

- Formulates departmental policies, directs their implementation and evaluates work accomplished.
- Directs the administration of County hospitals which provide a broad range of comprehensive acute inpatient, outpatient and specialty services.
- Directs the administration of comprehensive health centers which provide basic medical, diagnostic, and treatment services to ambulatory patients.
- Directs the administration of public health services, environmental health programs, public health surveillance and communicable disease control.
- Directs the administration of the Countywide Alcohol and Drug Abuse Prevention and Treatment Program, and the programs related to HIV/AIDS prevention and treatment.
- Directs the implementation of a managed health care services delivery system in Los Angeles County.
- Directs the planning for construction and remodeling of all health care facilities for the Department of Health Services.

EXAMPLES OF DUTIES (continued):

- Works with State and federal agencies to secure maximum funds for financing effective health care programs.
- Maintains relationships with County administrative officials, medical schools, community and professional groups, as well as public and private health services agencies.
- Directs the fiscal, personnel, budget, and other administrative functions of the department.
- Recommends the adoption, enactment, and amendment of County ordinances, resolutions and regulations and State and federal statutes to provide effective, efficient, and economical administration of the department.
- Directs the development of changes in organization, staffing, work processing, management information systems and the administration of the department's contracting program to increase effectiveness and efficiency and reduce administrative costs.
- Carries out the orders of the Board of Supervisors and makes periodic reports to the Board of Supervisors regarding the accomplishments of the department.

MINIMUM REQUIREMENTS: Demonstrated knowledge, skills, and abilities required in managing or assisting in the management of an organization. Such management includes directing budget, personnel, fiscal, supply and other administrative functions, as well as the direction of line functions.

DESIRABLE QUALIFICATIONS:

- Extensive management experience in a progressively responsible position managing a large and complex health services operation.
- Extensive knowledge of health care planning, hospital administration, managed health care services, and public health programs and services.
- Demonstrated ability to establish and maintain liaison and work effectively with administrative or legislative bodies, such as the Board of Supervisors, other public governmental bodies, federal and State legislatures, private agencies, community groups and the communication media.

DESIRABLE QUALIFICATIONS (continued):

- Excellent interpersonal and communication skills.
- Knowledge and experience in revenue generating activities from State and federal agencies, as well as the private sector.
- Extensive knowledge of and ability to interpret and apply provisions of federal, State, and local statutes, ordinances, and regulations related to the administration and provision of California health care services.

LICENSE: A valid California Class "C" Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.

PHYSICAL CLASS: "2" - Light

**COUNTY OF LOS ANGELES
POSITION DESCRIPTION**

Attachment II

TITLE: CHIEF DEPUTY DIRECTOR, HEALTH SERVICES, CLINICAL & MEDICAL AFFAIRS (Unclassified)

FUNCTIONAL TITLE: SENIOR MEDICAL DIRECTOR, CLINICAL AFFAIRS & AFFILIATIONS

ITEM NUMBER: 4552

APPROVAL DATE: 04/09/2004

DEFINITION:

This position directs the management, administration, provision and delivery of all medical services and clinical services.

STANDARDS:

The Senior Medical Director, Clinical Affairs and Affiliations, is responsible for developing and managing the centralized tracking and control of the Medical School affiliations, renegotiates the agreements, and refines the relationships to meet the Department's goals. Provides program review and modification of methodologies and locations for care, and evaluates new technology and new medical care delivery options system-wide. Day-to-day mentoring and a continued focus on development of the Department's clinical leadership, and support of recruitment and retention of the clinical staff. Also supports the transition of the medical staff into a data driven proactive model of clinical leadership in the areas of GME, Clinical Programs, and Medical staff development, performance and service delivery.

EXAMPLES OF DUTIES:

Directs the Office of Clinical Affairs and provides leadership in Graduate Medical Education as follows:

Renegotiates contracts with affiliates; provides oversight of contracts; monitors and responds to accreditation issues regarding training programs; leads evaluation and refinements of training and clinical programs leading to program consolidation or development; coordinates the strategic role of research across the Department.

Provides leadership in Clinical Programs as follows:

Leads program evaluation: new program development, program closures and consolidations; develops and designates centers of excellence; leads a process to adopt new technology; leads a process to standardize equipment and supplies; identifies and facilitates the spread of best practices across all clinical settings; participates in the development of clinical performance measurements and in the quality

**CHIEF DEPUTY DIRECTOR, HEALTH SERVICES, CLINICAL &
MEDICAL AFFAIRS (Unclassified)**

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improvement/patient safety initiatives of the Department; leads the strategic and clinical decision process regarding major equipment; examines and implements a systems approach to support services including laboratories and imaging; actively leads the clinical use and implementation of an electronic medical record.

Provides leadership to Medical Staff as follows:

Mentors the development of clinical leadership across the Department including Medical Directors and Service Chiefs; reviews by-laws and issues related to them; develops objective measures of productivity; monitors the hospital credentialing and privileging; review and approval of medical staff privileges as delegated by the CMO.

MINIMUM REQUIREMENTS:

Graduation from an accredited school of medicine, completion of a recognized residency program and board certification in a medical specialty –AND– ten years of progressively responsible experience in managing complex and diverse clinical and medical services and programs of which five years must have been at the level of Medical Director II or higher.

DESIRABLE QUALIFICATIONS:

- In-depth knowledge in health care management and planning, and hospital administration.
- Demonstrated ability to develop programs that address the health care needs of a diverse community.
- Demonstrated knowledge of developing and/or managing academic medical programs and services.
- Demonstrated knowledge of directing multiple sites medical programs/services with varying administrative structures, diverse patient populations and demographic profiles.
- Ability to meet credentialing standards of existing Departmental Professional Staff Association By-laws.
- Excellent oral and written communication skills.
- Demonstrated ability to establish, maintain and enhance effective relationships with public officials, legislative bodies, private organizations, community groups and the media.
- Extensive knowledge of federal, State and local statutes, ordinances and regulations regarding the administration and provision of health/patient care services.